



KEEPING CALIFORNIA SAFE

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California Emergency Management Agency
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Message from the Secretary

I am pleased to present this Consolidation Report on behalf of the California Emergency Management Agency (Cal EMA), the agency vested with the duties, powers, purposes, responsibilities, and jurisdictions previously held within the Governor's Offices of Homeland Security (OHS) and Emergency Services (OES).

Within our state, Cal EMA is responsible for designing and implementing homeland security initiatives; coordinating and supporting the emergency activities of all of California's state agencies that have an operational and/or day-to-day role in state emergencies; promoting and sustaining effective criminal justice programs; and, ensuring the State's readiness is at its maximum potential to respond to and quickly recover from the effects of all crises.

In the past year, we have made significant progress and have achieved a number of objectives that continue to make California a better place to live, work and thrive. We have developed strategies that outline the principles, priorities, initiatives and objectives which are critical to protecting lives and property through the continuous enhancement of our homeland security, emergency management and criminal justice programs. Cal EMA will continue to work conscientiously, deliberately, and with a steadfast commitment to enlist, entrust, empower and encourage our partners; to foster and promote a customer-service-driven program at the center of all activities; and to build and maintain opportunities for growth – both personally and professionally. We will also make wise investments in those resources that capitalize on multi-use capability and that promote greater efficiency in our short- and long-term operations.

We have much work ahead of us as we continue to plan for both the expected and the unexpected. California continues to be recognized as a national leader in homeland security and emergency management and therefore, the dedicated staff at Cal EMA will continue to work tirelessly to advance our efforts which we believe will provide the greatest benefits for our state. I am confident that as we continue to work together to implement our strategic initiatives we will be working towards protecting Californians for today and into the future.

**MATTHEW BETTENHAUSEN, SECRETARY
CALIFORNIA EMERGENCY MANAGEMENT AGENCY**

Background

Establishment of the California Emergency Management Agency

The California Emergency Management Agency (Cal EMA) was created by Assembly Bill 38 (Chapter 372, Statutes of 2008) as an independent agency, reporting directly to the Governor, and vested with the duties, powers, purposes, responsibilities, and jurisdictions previously held within the Office of Homeland Security (OHS) and the Governor's Office of Emergency Services (OES).

The intent of the legislation was to integrate these two agencies into a streamlined cabinet-level agency in order to facilitate greater efficiencies and effectiveness through the consolidation of the former offices' functions. Through unifying responsibilities for the oversight and coordination of homeland security and emergency preparedness, prevention, response, and recovery in California, it was envisioned that a single agency vested with these responsibilities would eliminate confusion for local and statewide partners and would clarify whom they can contact in times of crises.

Governor Schwarzenegger signed the legislation on September 27, 2008. The Office of Homeland Security and the Governor's Office of Emergency Services were officially consolidated into the California Emergency Management Agency effective January 1, 2009.

Reporting Requirement

Government Code Section 8585.2 (d) requires that the California Emergency Management Agency shall submit a report to the Joint Legislative Committee on Emergency Services and Homeland Security regarding the successes and failures of the consolidation of the Office of Homeland Security and the Office of Emergency Services, including, but not limited to, any efficiencies achieved.

Introduction

This report is intended to provide a brief overview of the consolidation effort, as well as to highlight some of Cal EMA's early successes and challenges in enhancing prevention, preparedness, response, and recovery capabilities in California.

Mission

The mission of Cal EMA is to protect lives and property by effectively preventing, preparing for, responding to, and recovering from both intentional and natural disasters.

Core Values

Duty:	We will maintain the highest ethical and professional standards in carrying out the duties and responsibilities entrusted to us. Honesty and integrity will be the hallmark of Cal EMA and be conveyed, internally and externally, through word – as well as deed.
Respect:	We will build and value meaningful partnerships and embrace diversity. Teamwork will be encouraged to enlist and empower employees to offer original perspectives to homeland security and emergency management challenges.
Commitment:	Through an all-hazards approach, we will create a safe and prepared California with strong leadership and meaningful partnerships.

Guiding Principles

Enlist, entrust and empower our partners and customers

Through dynamic and integrated leadership, identify and address the needs of our partners and customers while building a strong collaborative culture and enhanced mutual aid system.

Excellence in communication

Continue to build upon our capacity to inform the public, provide accurate, real-time communications for coordination of resources and situational awareness.

Responsibility and accountability

Invest in, streamline and manage key programs, resources and services to provide integrated and timely assistance and coordination, while promoting innovation and holding ourselves and others accountable for results.

Competency

Build upon our standing as a national leader in emergency management, homeland security and public safety programs by attaining the knowledge and skills of a world- class and respected organization.

Invest in people

Foster an environment that promotes professional growth and a sustained workforce by providing the best training, equipment and technology to support employee missions.

Innovation and best practices

Leverage best business practices, existing resources and expertise, and innovative technologies to maximize mission capabilities.

Strategic Goals

Cal EMA's Strategic Plan

A central component to the effective and efficient merger of the Governor's Offices of Homeland Security and Emergency Services was the development of a strategy that would incorporate and consolidate the unique missions of the two agencies into one streamlined comprehensive strategic plan. The Cal EMA Strategic Plan was developed and finalized in 2009. The new strategy provides for the unified direction and creates the foundation upon which California can build a better and more robust homeland security and emergency management system.

Cal EMA's Strategic Plan provides the agency with the ability to better leverage existing resources and expertise in order to identify the most current risk environment while ensuring that our first preventers/responders have the best tools and training to prevent, protect, respond to, and recover from all events, both natural and human caused. The all-hazards approach will serve as Cal EMA's roadmap to create a safe and prepared California with strong leadership and meaningful partnerships. In addition, it is the framework from which investments and strategic policies will be based.

The Agency's five-year strategic plan is built upon the following five strategic goals, all of which are supported by clear, achievable and measurable objectives:

1. Enhance prevention and detection capabilities to protect our state and critical infrastructure from all hazards;
2. Strengthen California's ability to plan, prepare for and mitigate disasters, emergencies, and terrorist events;
3. Effectively respond to and quickly recover from both intentional and natural disasters;
4. Streamline the delivery and investment of homeland security and emergency management funding; and
5. Strengthen and unify Cal EMA's operations and management to increase operational efficiency and effectiveness.

Successes

Enhance Prevention and Detection Capabilities to Protect our State and Critical Infrastructure from all Hazards

Information Sharing

The consolidation of the homeland security and emergency management activities has provided an opportunity to develop an all hazards approach by establishing a Situational Awareness Unit (SAU) with direct connectivity to the California State Warning Center. The SAU provides senior leaders, within the Administration, with timely assessments of incidents that have or may have a nexus to terrorism. This information allows senior leaders to quickly implement previously developed plans or develop new measures to prevent, disrupt or prepare for evolving threats and other criminal intent.

In the effort to enhance information sharing throughout the State Terrorism Threat Assessment System (STTAS), Cal EMA, the California Highway Patrol and the California Department of Justice have reestablished their partnership to leverage existing state analytical resources and talent. This partnership will avoid supplantation of effort and improve situational awareness, information sharing, and strategic analysis throughout the state.

Informational Analysis, Watch and Warning

The cornerstone of California's terrorism prevention strategy continues to be a focus on efforts to deter and disrupt terrorism operations before they occur by facilitating support to federal, state and local law-enforcement agencies, and their efforts to enhance specific capabilities, such as the Terrorism Liaison Officer (TLO) Program, Suspicious Activity Reporting (SAR), alerts, warnings, notifications, risk and threat assessments and situational-awareness reporting. Cal EMA's accomplishments in 2009 included the following:

- Entered into a Memorandum of Understanding for the management of the State Terrorism Threat Assessment Center (STTAC) with the California Highway Patrol and the California Department of Justice.
- Established the Situational Awareness Unit (SAU) at Cal EMA, which integrates terrorism prevention and emergency management information sharing efforts.
- Nominated and trained more than 100 state and local officials who hold federal-government-issued security clearances, including chiefs of police, county sheriffs and emergency managers.
- Advanced efforts to engage the private sector for receipt of certain non-restricted information that improves situation awareness as it relates to natural and manmade disasters, alerts, warnings and health information.
- Expanded terrorism prevention training opportunities and activities to emergency management officers.
- Installed upgraded secure and non-secure video conferencing and telephone equipment that facilitates improved connectivity amongst homeland security and emergency management personnel in California and Washington, D.C.
- Continued the TLO program by offering three TLO certification courses which have resulted in more than 14,000 TLO certifications being issued.

Critical Infrastructure Protection

Critical infrastructure includes systems and assets, whether physical or virtual, that if rendered inoperable or destroyed would have a debilitating impact on the national security, economy, public health and/or safety. Due to the fact that approximately eighty percent of California's critical infrastructure system is owned and operated by the private sector, an unprecedented level of cooperation between the public and private sectors is required and must be managed to ensure protection of these assets and resources. To address this dynamic, the U.S. Department of Homeland Security (US-DHS) released a National Infrastructure Protection Plan (NIPP) which offers a framework to define the roles and responsibilities of government, private-industry, nongovernmental agencies and tribal partners. Cal EMA's Critical Infrastructure Protection Division has built a focused and complimentary set of resources to protect California's vast array of critical infrastructure assets. Accomplishments in 2009 included the following:

- Piloted the Food and Agriculture Sector Criticality Assessment Tool (FASCAT) Program in California by partnering with the US-DHS and the University of Minnesota. The FASCAT provides a means to identify critical sector elements and systems; and a method of prioritizing for future state and private-sector vulnerability assessments, protective measures and mitigation strategy developments.
- Conducted numerous vulnerability assessments, through Critical Infrastructure Prevention Teams, to evaluate high-value critical assets and to develop vulnerability-mitigation strategies within the 18 critical infrastructure and key resources (CIKR) sectors.
- Worked closely with fusion centers, the U.S. Protective Security Advisors, local jurisdictions, asset owners and operators to develop a comprehensive protection strategy and initiatives.
- Awarded \$5.2 million in Buffer Zone Protection Program grant funding to 26 sites located throughout California to build effective prevention and protection capabilities.
- Participated in a forum for state, local, tribal and territorial governments' homeland security directors to coordinate with the federal government and CIKR owners and operators to protect the nation's critical infrastructure and key resources, as well as to provide a national policy in the development of CIKR protection activities and organizational structure to coordinate state and local level CIKR protection guidance, strategies and programs.
- Expanded public-private partnerships to allow greater participation by the private sector in emergency management efforts through quarterly workgroup meetings, establishment of additional agreements with private-sector entities, and establishment of the Business and Utilities Emergency Operations Center within the State Operations Center.

Hazard Mitigation

The object of hazard mitigation planning is to reduce or eliminate the long-term risk to human life and property from natural and manmade hazards. Hazard mitigation involves hazard identification, vulnerability analysis, strategy definition and the implementation of activities and projects.

Cal EMA is responsible for the management of hazard mitigation activities and projects through the Hazard Mitigation Grant Program (HMGP), Flood Mitigation Assistance (FMA) program, Pre-Disaster Mitigation (PDM) program, and the Severe Repetitive Loss (SRL) program.

Accomplishments in 2009 included the following:

- Updated the Enhanced State Hazard Mitigation Plan, incorporating input from various stakeholders, including state and federal partnering agencies and the private sector. The plan ensures that California remains eligible for FEMA grants under Pre-Disaster Mitigation (PDM), the Hazard Mitigation Grant Program (HMGP), Flood Management Assistance (FMA) and planning grants, Fire Management Assistance Grants (FMAG) and Public Assistance Grants.
- Released the “My Hazards” interactive website which allows the public to access information on hazards within their neighborhoods and receive valuable mitigation information to reduce risks. The site may be accessed through the Cal EMA website or directly at <http://myhazards.calema.ca.gov/>.
- Initiated the State Mitigation Assessment Review Team (SMART) in partnership with California Polytechnic State University, San Luis Obispo (Cal Poly). The SMART was originally introduced in the 2007 Enhanced State Mitigation Plan as a method for systemically tracking and measuring future losses avoided by previously completed hazard mitigation grants. The October 2009 SMART resulted in more than \$2 million in losses avoided. Updates of these projects and future endeavors may be found on the Hazard Mitigation web portal at <http://hazardmitigation.calema.ca.gov>.

Preventative Radiological/Nuclear Detection Program (PRND)

California has embraced the challenges posed by the emerging radiological/nuclear threat and has partnered with the Domestic Nuclear Detection Office (DNDO) to develop a Preventive Radiological/Nuclear Detection (PRND) program of its own. Cal EMA has taken the first step in this process by forming California’s Strategic Task Force for PRND. The purpose of the task force is to provide the framework around which the state and regional PRND programs can be formed and to provide the leadership to allow these programs to function in a collaborative manner. The goals of the PRND program include the: development of a collaborative framework supported by a concept of operations guide and guidelines for preventive radiological/nuclear detection; identification of the recommended tools and resources available to interdict a potential threat to all state/local entities; establishment of a radiological/nuclear intelligence sharing protocol among all partners; determination of the resources and capabilities of all entities to assist with preventive radiological/nuclear detection and reporting activities; determination of existing gaps in current preventive radiological/nuclear detection capabilities and identify solutions; and incorporation of preventive radiological/nuclear detection into training and exercise programs. Accomplishments in 2009 included the following:

- Developed the state strategy for the PRND program.
- Developed the state PRND Concept of Operations Guide.

West Coast Maritime Pilot Project

The West Coast Maritime Pilot (WCMP) program was established by the Domestic Nuclear Detection Office (DNDO) to develop and assess a preventive radiological/nuclear detection (PRND) capability to address the threat of illicit radiological and nuclear materials entering our nation's waterways on small vessels. Cal EMA, working with federal, state and local partners, has provided leadership and guidance for the project. The DNDO pilot is being conducted in two West Coast port regions: Puget Sound, Washington and San Diego, California. The top-level objectives of the pilot program are to: 1) deploy and evaluate an operational PRND detection and reporting capability consisting of human-portable and mobile radiation detection systems for maritime applications; 2) implement and evaluate a regional maritime PRND CONOPS with alarm resolution protocols; 3) expand, provide, and evaluate maritime specific training; and 4) identify gaps in the maritime architecture, and provide user requirements for future maritime training, CONOPS, protocols and system development efforts. Accomplishments in 2009 included the following:

- Developed a Concept of Operations for the use by San Diego Port Partners.
- Developed a management and transition plan.
- Reviewed, purchased and trained on relevant equipment.
- Completed a table top exercise and drills.

Strengthen California's Ability to Plan, Prepare for and Mitigate Disasters, Emergencies and Terrorist Events

Cal EMA coordinates emergency activities to save lives and reduce property losses during disasters and to expedite recovery from effects of disasters. On a day-to-day basis, Cal EMA provides leadership, assistance, and support to state and local agencies in planning and preparing for the most effective use of federal, state, local, and private sector resources in emergencies. This emergency planning model is based upon a system of mutual aid in which a jurisdiction relies first on its own resources, and then requests assistance from its neighbors. Cal EMA's plans and programs are coordinated with those of state and local agencies within California, with the federal government, and with other states. Specifically, Cal EMA assists local governments and other state agencies in developing their own emergency preparedness and response plans, in accordance with the Standardized Emergency Management System (SEMS) and the State Emergency Plan, for earthquakes, floods, fires, hazardous material incidents, nuclear power plant emergencies, dam breaks, and acts of terrorism.

During an emergency, Cal EMA functions as the Governor's immediate staff to coordinate the state's responsibilities under the Emergency Services Act and applicable federal statutes. During major emergencies, Cal EMA will:

- Coordinate the support and resources of state and local government agencies based on their specialized capabilities and expertise.
- Assist local government by utilizing its own response resources such as communications vans, portable satellite units, caches of specialized equipment, and Cal EMA fire engines which are stationed with fire districts at strategic locations throughout the state.
- Coordinate the statewide Fire, Law Enforcement, and Telecommunications Mutual Aid Systems.
- Coordinate missions, through the Fire and Rescue Branch, for the state's Urban Search and Rescue Task Force to rescue those trapped by collapsed structures or from other high risk situations.
- Coordinate search and rescue missions, through the Law Enforcement Branch's Search and Rescue Program, to locate individuals reported missing in the mountains, wilderness, or elsewhere.
- Activate the State Operations Center (SOC) in Sacramento and the Regional Emergency Operations Centers (REOCs) in impacted areas to receive and process local requests for assistance when emergencies exceed the capabilities of local resources.

State Emergency Plan

Cal EMA presented Governor Schwarzenegger with the 2009 California State Emergency Plan (SEP) which the Governor subsequently promulgated on June 23, 2009. The SEP represents one of the fully integrated plans designed by Cal EMA and will serve as the basis for emergency operations in California. The plan is based on the foundations described in the California Emergency Services Act and outlines emergency preparedness, response, recovery and mitigation actions.

The plan outlines a state-level strategy, as well as the response of all levels of government and the private sector, to respond to extraordinary emergency situations. The SEP specifies the methods for carrying out emergency operations, the processes for rendering mutual aid, the emergency services of governmental agencies, the methods of resource mobilization, the

methods of informing the public, and the processes to ensure continuity of government during an emergency or disaster. Furthermore, the SEP is designed to outline the activities of all California jurisdictions within a statewide emergency management system while embracing the capabilities and resources in the broader emergency management community, which includes, individuals, businesses, non-governmental organizations, tribal governments, other states, the federal government and international assistance.

California Maritime Security Council (CMSC)

The mission of the California Maritime Security Council (CMSC) is to act as an advisory body to the Governor on matters related to maritime security. The CMSC is responsible for: identifying areas where port partners can improve statewide collaboration and information sharing efforts to identify potential threats; identifying areas where institutionalized coordination will enhance security, emergency response procedures, communications, coordinating contingency planning, and other areas of mutual responsibility across California; and for developing a statewide maritime security strategy. Accomplishments in 2009 included the following:

- Commenced the development of a State Port Reconstitution/Business Resumption Strategy Planning Guide with the CMSC Recovery and Reconstitution subcommittee.
- Continued advocacy efforts with the U.S. Department of Homeland Security, federal and state elected officials for increased port security grant funding and updating of the SAFE Port Act Public Law with the CMSC Legislation and Grants subcommittee.
- Commenced development of a Maritime Annex to the State Preventative Radiological/Nuclear Detection (PRND) CONOPS Guide with Cal EMA, Port Security Directors and the U.S. Coast Guard.
- Enhanced collaboration and coordination with the California Association of Port Authorities (CAPA) in the areas of port security, funding opportunities and legislation at the federal and state levels.

US Coast Guard Area Maritime Security Committees

The Area Maritime Security Committees (AMSC) brings appropriately experienced representatives from a variety of sources in the port community to continually assess security risks to the port, to determine appropriate risk mitigation strategies, and to develop, revise, and implement the applicable area maritime security plans and other related documents.

Accomplishments in 2009 included the following:

- Continued membership in the AMSC for the Bay Area Ports, Los Angeles/Long Beach and Port Hueneme, and San Diego. The three AMSCs encompass the eleven deep-water ports in California.
- Participated as an official observer of the review of investment justifications for funding opportunities through the DHS Port Security Grant Program.

BioWatch

BioWatch is a program within the U.S. Department of Homeland Security's Office of Health Affairs' Weapons of Mass Destruction and Bio Defense Office. The BioWatch program is the only federally-managed, locally-operated, nationwide bio-surveillance system designed to detect the intentional release of select aerosolized biological agents. The program operates 24/7 in more

than 30 high-threat metropolitan areas across the country. To date, BioWatch has analyzed more than three million air samples with zero false positives.

California has three BioWatch Advisory Committees that provide status reports, discuss operational issues and plan for future potential changes to the BioWatch Program. The BioWatch Advisory Committees identify strategies and resources for continued successful implementation of the BioWatch Program. Through the collaborated efforts of CalEMA and BioWatch, accomplishments in 2009 included the following:

- Supported connectivity and collaboration between BioWatch and the local Regional Terrorism Threat Assessment Centers (RTTACs). As a result, the Bay Area has been working with the local RTTAC to increase coordination with local law enforcement.
- Participated in the planning of a multi-jurisdictional Southern California BioWatch exercise series scheduled for 2010.
- Participated in the planning and execution of routine notification drills to ensure rapid coordination from all federal and state responders.
- Provided input and guidance for the development of Regional Response Plans, risk communication protocols, and press release templates.

Community Preparedness

CaliforniaVolunteers is responsible for ensuring the coordination of volunteer activities related to disaster response and recovery, and the coordination of monetary and in-kind donations in times of disaster. In partnership with all levels of government, non-governmental groups, and the private sector, CaliforniaVolunteers works to strengthen the State's readiness for and ability to respond to and recover from disasters. Accomplishments in 2009 included the following:

- Raised disaster preparedness for California mothers and their households through the We Prepare Campaign. This disaster awareness media campaign, which was expanded from Los Angeles to strategic markets in San Diego, Sacramento, and San Francisco, provided disaster preparedness information and links to resources which has generated over a quarter-million page views of the We Prepare website, <http://californiavolunteers.org/familyplan/index.html>.
- Implemented the second phase of the California Readiness Initiative engendering greater collaboration and coordination among public, private, and non-governmental organizations to improve community readiness.
- Developed volunteer types, training requirements, and a statewide Volunteer Resource Inventory that will provide a view of volunteer resources in California through the Disaster Corps Program.
- Awarded more than \$900,000 in non-governmental organization capacity building grants to increase volunteer management capabilities at the local, regional, and state levels.
- Increased the number of California Citizen Corps CERT programs by more than 10 percent to a total of 271.
- Began developing the Volunteer and Donations Management Emergency Function, in support of the Annex to the State Emergency Plan, to support responsible jurisdictions in ensuring the most efficient and effective use of affiliated volunteers, organizations, and monetary and in-kind donated resources.

Access and Functional Needs

Cal EMA's Office for Access and Functional Needs (OAFN) identifies needs of people with disabilities before, during, and after a disaster; and integrates disability elements and resources into all aspects of emergency management systems. Californians with access and functional needs often require specialized communications, evacuation, transportation and care, prior to and/or during a disaster event. Accomplishments in 2009 included the following:

- Released the Guidance on Planning and Responding to the Needs of Populations with Access and Functional Needs.
- Developed a course, in collaboration with NorCal Services for the Deaf and Hard of Hearing, to train Sign Language interpreters in crisis communication environments and interpreting emergency management messages during disasters. This Disaster Response Interpreter project trained more than 60 interpreters to assist at press conferences and shelters to ensure effective communication for people who are deaf.
- Developed a course in collaboration with the California Department of Social Services to make operational Functional Assessment Service Teams (FAST). A FAST unit conducts assessments of individuals in shelters, facilitating the processing of essential resources, such as mass care and shelter, needed by People with Disabilities and Elderly (PWD/E) during disasters. Training was provided to more than 100 participants and teams will be developed based on geographic and expertise, for deployment to general population shelters.
- Developed a Gap Analysis Tool and DVD Toolkit to offer evacuation guidance to all cities, county and special district emergency managers.
- Developed standards for all grants to ensure access and functional needs are addressed.
- Purchased communication tools and equipment to assemble thirty-five Communication Tool Kits. The kits include two Telephone Typewriter's (TTY), laptop computer with built in webcam and software that allows remote interpreting and interpreter boards.

The California Metrics Project

Cal EMA has initiated the California Metrics Project to coordinate federal, tribal, state and local agencies in support of the national endeavor to develop a common structure and nomenclature for the inventory and assessment of emergency preparedness, response and recovery resources and capabilities. To provide a useful and effective platform for multi-jurisdictional, interagency collaboration, the project is continually evolving in acknowledgement of the rapidly changing requirements of emergency preparedness, response and recovery communities. Accomplishments in 2009 included the following:

- Collected and consolidated resource and capability data from a variety of constituencies at the local, state and federal levels. Evaluated various public, private and military capability assessment systems and incorporated them when applicable and feasible.
- Integrated various federally-coordinated national efforts such as the Logistics Capability Assessment Tool, the State Preparedness Report, Virtual USA, and the Target Capabilities Revision.
- Contributed to the development of the California Emergency Functions (EFs) and incorporated the EFs and the reporting structures of the California State Emergency Management System into the Metrics Project.

- Initiated a partnership with the Bay Area UASI to develop and implement a web-based platform for collection, display and maintenance of resource data in the 10 Bay Area counties.
- Collaborated with the California National Guard for the development of a national Civil Support Task List (CSTL), a project to define military capabilities in support of Civilian Authorities. The CSTL datasets have been incorporated into the Metrics data platform development for evaluation in beta testing. Currently, the CSTL project includes 35 states, the Office of the Secretary of Defense and the National Guard Bureau.
- Contributed to the Cal EMA Response Information Management System (RIMS) replacement project.

Defending Our Agriculture and Food System

Producing more than 50 percent of its fresh fruits and vegetables and 20 percent of its milk supply, California is the largest agricultural supplier in the nation. Additionally, billions of dollars in agricultural products flow through the state's land, sea and airports annually. These factors come together to make California a potentially inviting target for the intentional contamination of food production and processing systems. The impact of such an attack on California's food supply would be staggering, both economically and psychologically.

In 2009, securing safe and reliable food production and processing capacity was a priority for Cal EMA. The goal of this strategy is to reduce risks and strengthen the response capabilities during a terrorist attack, major disaster, or other emergency event, such as a disease outbreak. Accomplishments in 2009 included the following:

- Completed a first-responder tool to organize and train the diverse cadre of people needed to contain a rapidly-spreading animal disease of catastrophic consequence.
- Acted as a pilot state for the Food and Agriculture Criticality Assessment Tool (FASCAT) which is being used to identify the critical components of food and agriculture commodity chains throughout the state. CalEMA has completed six workshops on commodities including dairy, beef, spinach, wine, poultry feed, and food imports.
- Continued to support the Food and Agriculture Defense Steering Committee which provides a forum to focus interagency efforts.
- Completed Concept of Operations and Standard Operating Procedures for multi-agency food contamination containment teams.
- Coordinated with and provided grants for local law enforcement agencies to have facility security evaluations completed on key food processing plants.
- Conducted four exercises that focused on roles and responsibilities of various agencies and response team development.

Enhancing Preparedness through Training

Cal EMA supports the training needs of state, local, private sector and tribal nation partners in California. Leveraging educational resources from the National Domestic Preparedness Consortium (NDPC) and the California Specialized Training Institute (CSTI), Cal EMA coordinates and delivers timely and relevant training directed for agencies to prevent, prepare for, respond to and recover from all-hazard incidents. Cal EMA continues to utilize resources of the NDPC and CSTI to prepare California's citizens. Accomplishments in 2009 included the following:

- Following the outbreak of the H1N1 virus, coordinated the delivery of 6 statewide Pandemic Influenza Preparedness Planning courses, in partnership with the California Department of Public Health and California Community Colleges.
- Coordinated the development of 83 DHS-approved courses for State and National use, representing 41 percent of the total courses developed in the nation.
- Trained more than a half-million Californians in the National Incident Management and Incident Command Systems (NIMS and ICS).
- Trained more than three-quarter-million first responders in all-hazards prevention, preparedness, response and recovery through the Homeland Security Grant Program.
- Conducted nearly 200,000 personnel hours of advanced fire suppression, fire management, US&R, and swift water-flood search and rescue training to fire personnel across the state.
- Conducted 4 Firefighter-I Academies graduating 150 new firefighters, many of whom are now serving departments across California, as well as in the Tahoe Basin of Nevada. The completion rate at the Academy is 82 percent, which is higher than the national average.
- Partnered with the State Fire Marshal/State Fire Training to implement the roll-out of the new Rescue System-I and Rescue System-II curricula statewide.
- Under sanctioning by the Los Rios Community College District, rolled out a new EMT Training Program for Fire Personnel.
- Provided state-certified hazardous materials specialist training to Mexican emergency responders along the border through our partnership with NORTHCOMM, the US Environmental Protection Agency, and the Federal Emergency Management Agency.

Enhancing Preparedness through Exercises

Cal EMA develops, coordinates and leads a statewide Homeland Security Exercise and Evaluation Program (HSEEP) primarily focused on all-hazards and catastrophic incidents. The objectives of the exercise program are to conduct the Governor's Golden Guardian Exercise Series, implement HSEEP doctrine and methodology, support regional exercise initiatives, provide exercise support to state agencies, maintain flexibility and adaptability in order to conduct functional initiative exercises, conduct the annual Statewide Training and Exercise Planning Workshop, and produce the multi-year Training and Exercise Plan. Accomplishments in 2009 included the following:

- Enhanced collaboration among local, state, and federal entities, and encouraged the development, updating and/or revision of emergency plans.
- Improved earthquake and tsunami preparedness; assisted with catastrophic planning and the testing of local entity interoperable communications plans and equipment; and increased pandemic influenza awareness.

- In addition to the Golden Guardian series, conducted 46 exercises including 18 in support of local governments, 21 in support of state agencies, five federal-agency exercise initiatives, and two international exercise initiatives.
- Conducted 10 HSEEP training courses that graduated 326 students. Provided multiple, smaller HSEEP training events tailored to meet partner needs at the local level.
- Conducted 24 exercise activities including the completion of Golden Guardian 08, planning and coordination of Golden Guardian 10, and initial planning for Golden Guardian 11.

California Tribes

The California Tribal Emergency Management/Homeland Security Project (CTEMHS) aims to increase the capacity of tribes throughout California to prevent and respond to homeland security threats and large-scale emergencies. The goals of CTEMHS are to establish a statewide tribal emergency management and homeland security communication network as well as to establish a framework for involving and integrating Tribes in California's efforts in emergency management and homeland security, including financial resource allocation, disaster planning and response, and training and capacity building.

Federal, state and local governments have struggled through the years in developing methods to collaborate with all 110 California Federally Recognized Tribes. Since it is important that tribes recognize and understand state and local governmental processes and potential avenues for collaboration for their emergency preparedness and planning efforts, Cal EMA continues to work collaboratively with other local, state and federal agencies to develop and enhance a comprehensive strategy for emergency preparedness and planning for all tribes in California. Accomplishments in 2009 included the following:

- Participated in the Department of Water Resources' Statewide Tribal Water Summit.
- Continued outreach efforts with all Federally Recognized and Non-Federally Recognized Tribes for purposes of developing overall emergency management planning and preparedness plans.
- Developed a design team and a project advisory team for implementing a Statewide Summit for all tribal governments, local, state and federal leaders.
- Conceptualized the need for training, resources and funding for tribes in California.

School Safety

Following input from the School Safety Task Force, Cal EMA, along with school safety partners at the California Department of Education (CDE) and the Office of the Secretary of Education (OSE), continued development of the Safe Schools website. Designed for use at all of California's K-12 schools, the Safe Schools website includes planning features to assist schools in creating or revising existing threat assessments, and provides educators, School Resource Officers (SROs), and administrators with the necessary tools to bring a proactive approach to incident planning and management. The Safe Schools website provides a browser-based tool for use at K-12 schools in every district in California, and includes an exercise planning template, an assessment template, and a sidebar ticker that has an RSS feed of recent school-safety-related news stories. To encourage Web 2.0 networking, the website also features community-interest chat rooms to allow SROs and school administrators to share information, lessons learned and tips with school personnel from other districts.

In addition to offering tools for incident planning, the Safe Schools website integrates administrative functions, including attendance statistics and ADA data. Integrating attendance information, school safety incident planning tools and networking features for school administrators and SROs, the Safe Schools website presents a true force multiplier for school districts across the state. Accomplishments in 2009 included the following:

- Initiated a pilot project in partnership with the Santa Ana Unified School District fielding a preliminary version of the website to school administrators, SROs, and teachers in Santa Ana, one of California's largest school districts.
- Trained each of the Santa Ana Unified School District police officers, over the course of five training sessions, how to conduct assessments and how to use the Safe Schools website's tools to best suit their district's planning and incident-management needs.
- Hosted, in cooperation with partners at the CSROA and the Santa Ana Unified School District, a demonstration of the Safe Schools website at the 2009 CSROA Conference held in October, 2009. The demonstration included a debriefing of an historical incident, and the advantages offered by the Safe Schools website for emergency planning.

Effectively Respond to and Quickly Recover from both Intentional and Natural Disasters

In addition to being responsible for the development and coordination of a comprehensive state strategy related to all hazards that includes prevention, preparedness, response and recovery, Cal EMA also acts as a distribution channel for federal assistance, through natural disaster grants and federal agency support. As the grantee for federal disaster assistance, principally from the Federal Emergency Management Agency (FEMA), Cal EMA helps local governments assess damages and assists them with federal and state grant and loan applications and administers grant funding accordingly to affected areas to help repair damaged public property. In the last year, Cal EMA was authorized to administer more than \$1.5 billion in federal and state homeland security, emergency management and public safety grants.

Implementing the National Incident Management System

The National Incident Management System (NIMS) provides a consistent nationwide template to enable all levels of government, nongovernmental organizations, and the private sector to work together to prevent, protect against, respond to, and recover from the effects of incidents, regardless of cause, size, location or complexity. The adoption of NIMS is a requirement to receive federal preparedness assistance, through grants, contracts and other activities. Each year, the Department of Homeland Security publishes NIMS implementation objectives to provide state, territorial, tribal and local governments with compliance activities that must be followed to implement NIMS each fiscal year. The objectives and requirements are modified each year based on lessons learned during disasters, exercises, and other events; and cover planning, training, exercises, communication and information management, resource management, and command management.

California has continued to move forward with its comprehensive NIMS implementation through the policies established during the integration of the state's Standardized Emergency Management System (SEMS). The SEMS-NIMS integration used the NIMS Compliance Assistance Support Tool (NIMCAST) to establish a state baseline assessment for NIMS compliance, and then was used to measure the State's progress for NIMS compliance through annual updates. Accomplishments in 2009 included the following:

- Achieved NIMS compliance from the vast majority of counties, Urban Area Security Initiative (UASI) cities and state agencies.
- Outreach efforts to personnel involved in emergency capacities to enhance knowledge, skills and abilities with training available through Cal EMA and the California State Training Institute.
- Continued the planning, development, coordination and conduction of NIMS-related training. As of September 2009, the following numbers of emergency personnel have completed training in each of the following disciplines required for NIMS compliance.

Training Required	NIMSCAST 2009
ICS-100 Introduction to Incident Command System	170,656
ICS-200 Incident Command System for Single Resources and Initial Action Incidents	110,129
ICS-300 Intermediate Incident Command System	17,546
ICS-700 National Incident Management System (NIMS), An Introduction	169,241
ICS-800 National Response Framework, An Introduction	29,958
Total Trained	497,530

Strengthening Interoperable Communications

Cal EMA serves as California's lead agency in the effort to achieve statewide interoperable emergency communications through the adopted "Systems of Systems" approach. The "Systems of Systems" approach places emphasis first on attaining interoperability at the local and regional levels, and then on creating seamless connections among these regional systems in order to have a statewide interoperable communications system. The California Statewide Communications Interoperability Plan (CalSCIP) was created in 2007 as the guiding document for this process, and its implementation is overseen by the California Statewide Interoperability Executive Committee (CalSIEC)—a body made up of local practitioners charged with governing statewide interoperability policy and issues.

Cal EMA serves as the executive sponsor and an active member participant of CalSIEC. Cal EMA also serves as both a participant and the chair of the Public Safety Radio Strategic Planning Committee (PSRSPC)—a group of state departments and agencies charged with overseeing the cost-effective development of interoperable communications among California's state agencies. In 2009, Cal EMA staffed the California Interoperability Coordinator's Office (CICO) consisting of a state interoperability coordinator and three staff members. The CICO facilitates and coordinates the efforts of CalSIEC and PSRSPC, and also offers daily support to Cal EMA's state and local partners in their efforts toward achieving interoperability. In addition, Cal EMA serves as the state administrative agency for all federal interoperability related grants including the Public Safety Interoperable Communication grant program (PSIC) and the Interoperable Emergency Communications Grant Program (IECGP). Accomplishments in 2009 included the following:

- Opened the California Interoperability Coordinator's Office tasked with support of statewide and regional interoperability efforts.
- Deployed six mobile interoperability gateway units available for tactical interoperability and redundant communications throughout California's six mutual aid regions.
- Completed the statewide video conferencing network, connecting each of the Emergency Operations Centers in California's 59 Operational areas via video and voice, as well as creating a statewide redundant communications capability.
- Continued the statewide development of the Communications Asset and Mapping tool (CASM) providing a common operating picture of communications capabilities.
- Continued the implementation of the CalSCIP by completing initiatives and goals relative to governance issues.
- Began development of California's first Interoperability Field Operations Guide (Cal-IFOG) for use by first responders throughout the state.

Alert & Warning Program

The Alert & Warning program worked to address the recommendations of the Pavley Report, which evaluated the current alert and warning system in California and provided a framework for instituting a public-private partnership with providers of mass communications systems to enhance public access to emergency alerts. Together, the Report and the Implementation Plan provide a roadmap to address improvements to the alert and warning system for California. Overall, these two documents taken together reflect a comprehensive review of California's

public alert and warning system and identify steps necessary to improve and maintain the system. It may also be used to leverage appropriate grant opportunities to further the system. The plan was developed through inputs and recommendations by the Alert & Warning Work Group (AWWG). This group includes State Emergency Communication Coordinators (SECC) and Local Emergency Communication Coordinators (LECC) and other interested parties. Accomplishments in 2009 included the following:

- The implementation plan was fully developed and completed with input from the AWWG.

Non-Resident Emergency Communications – Consular Corps

Cal EMA worked to spearhead an international relations project, in partnership with the U.S. Department of State, to assist the foreign Consular Corps with emergency communication to better inform constituencies of important steps to take during a significant event. This project will also offer information and education to California visitors on emergency operations and allow the Consular Corps missions to receive updates on emergency management conditions. Accomplishments in 2009 included the following:

- Convened with representatives from the U.S. Department of State, Office of Foreign Missions to discuss partnership on this project.
- Met with members of the Consular Corps in San Francisco and Los Angeles which together represent approximately 170 Consular missions.
- Commenced initial development of a statewide Non-resident Security and Emergency Management Task Force.

Mutual Assistance and Partnerships with the Private Sector

The strength and success of California's emergency management capabilities is built upon one of the most robust mutual aid systems in the nation. Milestone achievements can be illustrated by the many new mutual aid agreements entered into by Cal EMA. As a result of the creation of Cal EMA, these agreements are more robust and focus on an all hazards approach utilizing fire and law resources. By continuing to foster relationships and working towards meaningful additions to our mutual aid system capabilities, we will continue to ensure that Californians are better served during times of crises. In furtherance of these efforts, Cal EMA remains engaged with external partners through working groups such as the Emergency Partnership Advisory Workgroup (EPAW) and the Critical Infrastructure Protection (CIP). Accomplishments in 2009 included the following:

- Entered into agreements with private sector partners to directly support statewide disaster response and recovery efforts by augmenting California's current capacity to provide assistance. Memorandums of Understandings (MOUs) were entered into with Target, Wal-Mart, Home Depot, California Utilities Emergency Association (CUEA), and Business Executives for National Security (BENS) to leverage the resources of these private sector partners within the emergency management system. In addition, the Business Operation Center was established and, when activated, is staffed with representatives from the private sector partners to coordinate and provide supplies to victims.
- The Law Enforcement Mutual Aid Program successfully trained 150 law enforcement sworn and volunteer personnel on search-and-rescue strategies and tactics in responding to and searching for victims of predator abductions.

- The Law Enforcement Division conducted two (bi-annual) Law Enforcement Mutual Aid meetings with California's 58 Sheriff's Offices as well as state and federal cooperators to address Law Enforcement Mutual Aid issues.
- Trained 150 peace officers on Law Enforcement Mutual Aid procedures and integrating the Standardized Emergency Management System (SEMS) with the National Incident Management System (NIMS).

Search and Rescue Program (SAR)

Cal EMA's Law Enforcement Division is charged with the responsibility of coordinating state mutual aid for search and rescue missions in California. Cal EMA receives and coordinates interstate requests under the auspices of the National Search and Rescue Plan and coordinates all local requests for state and Federal agency assistance. Because search and rescue missions are often life threatening, requests for out- of-county, state or Federal resources can be made directly to Cal EMA. Accomplishments in 2009 included the following:

- Handled more than 425 life saving Search and Rescue Mutual Aid missions.
- Obtained a grant to purchase \$250,000 of Underground/Mine Rescue equipment for Cal EMA's five co-sponsored Underground/Mine rescue teams, which are San Bernardino, Los Angeles, Kern, Nevada, and Lassen County Sheriff's Offices.
- Conducted quarterly meetings with local, state, and federal law enforcement organizations.
- Conducted the state's only Search and Rescue Management Courses that trained more than 150 Search Managers last year in standard and winter wilderness-type search and rescue environments.
- Supported two annual Search and Rescue Exercises – SAREX and SARCity.

Coroners' Mutual Aid Program

The CalEMA Coroners' Mutual Aid Program publishes and maintains several documents to assist Coroner/Medical Examiners and other emergency management disciplines in correctly applying coroner mutual aid while offering planning guidance to agencies developing their own mass fatality plans and programs. Accomplishments in 2009 included the following:

- Developed an eight-hour P.O.S.T. approved training course on the "Introduction to Coroners' Mutual Aid and Mass Fatality Planning," which is designed to acquaint the first responder and other public safety and emergency management professionals with the role and responsibilities of the Coroner/Medical Examiner.
- Conducted an annual Coroners' Mutual Aid Regional Coordinators meeting for coroners, or their representatives, from the seven mutual aid regions.
- Human remains containment supplies in the form of conventional body bags and BioSeal systems were obtained and cached in strategic locations around the state, including the seven coroners' mutual aid regions.
- The State Mass Fatality Management Planning Committee met quarterly to continue the necessary preparedness for an inevitable mass fatality event.

Streamline the Delivery and Investment of Homeland Security and Emergency Management Funding

Streamlining Federal Funding Allocations

The creation of Cal EMA has provided the opportunity to consolidate the once disparate processes of the federal grant funding programs. As a result of the consolidation, Cal EMA is able to take a more coordinated approach to making prudent investments throughout the state which has also become essential in addressing resource management as a result of state and national budgetary constraints.

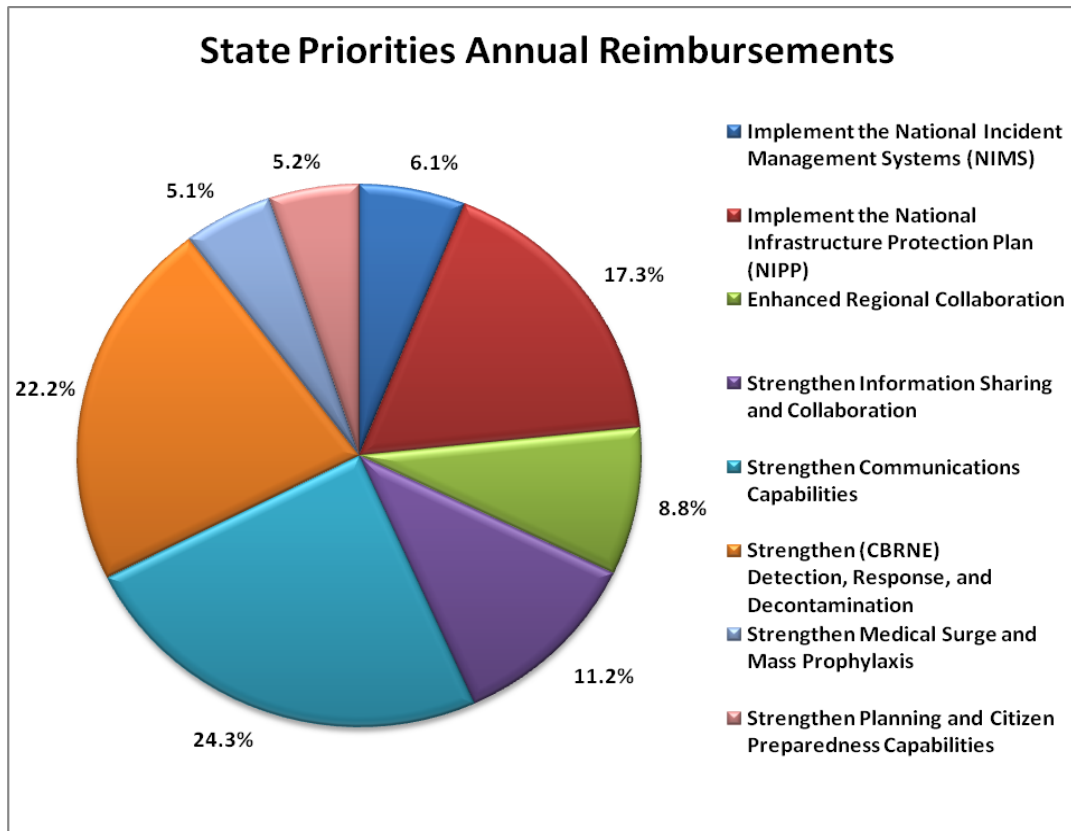
Cal EMA's organizational structure, specifically related to the grants and management division, has enhanced the ability to provide a more coordinated allocation and awarding of funding to statewide partners and customers. These funds allow us to build capabilities at the state and local levels through planning, organization, equipment, training, and exercise activities. This effort has resulted in the reduction of duplicate investments and unnecessarily redundant resources, while promoting the identification of areas in which greater funding should be provided in order to close the gaps in our homeland security and emergency management environment. The consolidation has also provided for program streamlining, which enhances the ability to provide better technical support, guidance and accountability.

Strengthening the Management of Homeland Security and Public Health Emergency Preparedness Grants

The Grants Management Division (GMD) provides programmatic technical assistance for homeland-security projects and ensures compliance with federal and state grant-reporting requirements. The Cal EMA grants management philosophy is to invest in federal and state homeland security projects that enhance risk management, local multi-discipline decision-making, and regional coordination. The GMD is responsible for submitting homeland security grant applications such that federal and state funds are invested wisely and in a timely manner.

Building on California's success in Fiscal Year 2009, Cal EMA will again compete for federal homeland security grants in 2010. In preparation for the application process, Cal EMA established multidiscipline investment justification (IJ) regional planning committees to improve regional coordination and grant-funding efficiency. At the 2009 one-day IJ planning workshop, Cal EMA brought together more than 140 public-safety officials from across the State for determining capabilities to prevent, protect, respond to, and recover from terrorist attacks and natural catastrophic events.

Funding for California's homeland security projects was allocated as shown in the graph below.



Implement the National Incident Management Systems (NIMS)	\$11,101,063	6%
Implement the National Infrastructure Protection Plan (NIPP)	\$31,361,335	17%
Enhanced Regional Collaboration	\$15,960,776	8%
Strengthen Information Sharing and Collaboration	\$20,303,670	11%
Strengthen Communications Capabilities	\$44,095,779	24%
Strengthen (CBRNE) Detection, Response, and Decontamination	\$40,267,339	22%
Strengthen Medical Surge and Mass Prophylaxis	\$9,317,882	5%
Strengthen Planning and Citizen Preparedness Capabilities	\$9,378,244	5%
	\$181,786,088	100%

The GMD administers a \$1.1 billion portion of grant funds for California from Proposition 1B, approved by voters in 2006, for mass transit, waterborne and heavy rail security enhancements.

The Proposition 1B grant programs support operators of transit systems throughout California in regards to its critical support of capital projects that reduce vulnerabilities, provide protection against security threats, improve passenger safety, and increase the capacity of systems to transport goods and services during catastrophes.

Law Enforcement and Victim Services

Cal EMA administers various grant programs within the Law Enforcement and Victim Services Division to address the recognized needs of the state in its response to crime and its impact on Californians. Each program area develops and manages grant programs that serve to benefit state and local governments and provide victim services through a combination of government agencies and non-profit organizations. Specific program areas include: Crime and Gangs; Drug and Counter Drug; Victim and Children; and Sexual Assault, Domestic Violence and Victim Witness. Accomplishments for the Law Enforcement and Victim Services grant programs in 2009 included the following:

- Developed a forensic techniques training DVD to support the Sexual Assault Forensic Examiner training. This DVD, the first of its kind in the nation, provides step by step instructions on 23 techniques used by examiners to preserve, collect and package evidence during a forensic medical exam conducted according to the California Medical Protocol on the Examination of Sexual Assault and Child Sexual Abuse Victims.
- Conducted focus groups with local Native American communities/tribes throughout California to examine the challenges and needs of Native American victims of domestic violence, sexual assault, stalking and teen violence. Meetings were scheduled with 16 Native American communities and more than 500 attendees participated in the discussions.
- Destroyed two young marijuana gardens and eradicated nearly 100,000 marijuana plants, with an estimated street value of \$233 million, through the efforts of the Anti-Drug Abuse (ADA) Enforcement Team in Mariposa County.
- Eradicated 62,000 marijuana plants from the coastal area of Sonoma County with an estimated street value of \$1.8 million through the efforts of the Sonoma County Sheriff's Narcotics Unit and the California Department of Justice's "Campaign Against Marijuana Planting" (CAMP).
- Transferred two Department of Defense UH-1H (Huey) helicopters to local agencies through the federal 1033 Program. The helicopters, valued at \$922,704 each for a total of \$1.8 million, were provided at no cost to the Sacramento County Sheriff's Department and the Sacramento Metropolitan Fire District.
- Provided the California Highway Patrol (CHP) with more than 13,000 rechargeable batteries statewide, through the federal 1122 Program, to support two-way radios, providing a duty cycle of 24-hours versus the previous battery duty cycle of 8-hours. The replacement batteries afforded CHP officers the ability to complete their full duty periods without having to temporarily go "off duty" to recharge their batteries.

Homeland Security Grant Programs

California was awarded more than \$262 million, or 15.3 percent of the national award, of Homeland Security Grant Program (HSGP) funding in Fiscal Year 2009. The four programs that Cal EMA administers which comprise California's award are the State Homeland Security Program (SHSP), Urban Areas Security Initiative Grant Program (UASI), Metropolitan Medical Response System (MMRS), and the Citizen Corps Program (CCP). Accomplishments for the various grant programs in 2009 included the following:

- Identified Ventura-Oxnard-Thousand Oaks Metropolitan Statistical Area, which includes the cities of Ventura and Oxnard, as a newly-eligible applicant in the Urban Area Security Initiative (UASI) program and was awarded \$2.5 million for FY 2009.
- Successfully submitted the Fiscal Year 2009 Homeland Security Grant Program application which resulted in California receiving twice the funding of any other state except New York.
- Hosted more than 60 annual grant-management workshops, training seminars, peer-review conferences, advisory meetings and public hearings throughout California. Such events promoted collaboration while offering essential training to sub-grantees on grant writing, application processes, management, reporting and fiscal documentation.
- Conducted Biannual Strategy Implementation Report (BSIR)/Fiscal Management Workshops in January and July of 2009 to assist sub-grantees with federal and state grant-reporting requirements.
- Facilitated 140 public-safety officials to discuss Fiscal Year 2010 Investment Justifications at the Strategy, Planning and Metrics Workshop on September 16, 2009.
- The Infrastructure Protection Grant Unit (IPGU) held multiple, technical workshops for sub-grantees.
- The HSGU hosted Homeland Security Sub-grantee Application Training Workshops in Sacramento, Clovis, Dublin, Glendale, Santa Ana and Redding in May 2009.
- Developed and implemented a Monitoring Review Template for validating compliance levels of grant funds obligated and expended in planning, equipment, training, and exercise. The template has helped the MAU to play a significant role in the validation of critical areas in programmatic, administrative, and fiscal operations, thereby demonstrating that sub-grantees are striving to meet and comply with all applicable federal and state rules and regulations.
- The GMD processed more than \$204 million in reimbursement requests between October 1, 2008 and September 30, 2009 to local jurisdictions for various homeland security projects related to planning, organization, equipment, training, exercises, and management and administration. Increased efficiency and timely draw-down of grant funds from the Federal Treasury and, in turn, processed timely project reimbursement to sub-grantees.
- The GMD successfully submitted the Fiscal Year 2009 Initial Strategy Implementation Plan (ISIP) which specifies planned expenditures within 45 days of newly-awarded federal grants.
- The GMD successfully sent out 453 grant closeout letters to Cal EMA sub-grantees for FY01-FY04 homeland security grant awards.

Transit Security Grant Program

The Transit Security Grant Program (TSGP) provides grant funds to address security and preparedness enhancements for transit and ferry systems throughout Northern and Southern California. The TSGP reflects the intent of federal legislation to create a sustainable progression towards the enhanced protection of critical infrastructure in transit systems from terrorism and natural disasters, especially manmade and non-conventional threats. The Fiscal Year 2009 TSGP award of more than \$43 million was announced on April 8, 2009.

2009 Buffer Zone Protection Program (BZPP)

The Fiscal Year 2009 BZPP provides funding to increase the preparedness capabilities of jurisdictions responsible for the safety and security of communities surrounding high-priority, pre-designated Tier 1 and Tier 2 critical infrastructure and key resource (CIKR) assets, including chemical facilities, financial institutions, nuclear and electric powers plants, dams, stadiums, and other high-risk, high-consequences facilities, through allowable planning and equipment acquisitions. Funding available to California in Fiscal Year 2009 was \$5.2 million.

2009 Urban Areas Security Initiative/Nonprofit Security Grant Program (NSGP)

The Non-Profit Security Grant Program (NSGP) provides funding for target-hardening activities to protect 501(c)(3) nonprofit organizations at high risk of international terrorist attack. While this funding is provided specifically to high-risk nonprofit organizations, the program seeks to integrate nonprofit preparedness activities with broader state and local preparedness efforts. The NSGP is also designed to enhance coordination and collaboration for emergency preparedness activities amongst public and private community representatives. Funding available to California in Fiscal Year 2009 was more than \$1.8 million.

2009 Interoperable Emergency Communications Grant Program (IECGP)

The Interoperable Emergency Communications Grant Program (IECGP) provides governance, planning, training and exercise, and equipment funding to states, territories, and local and tribal governments to carry out initiatives to improve interoperable emergency communications, including communications in collective response to natural disasters, acts of terrorism and other manmade disasters. Funding available to California in FY 2009 was more than \$6 million.

Assistance to Firefighter Grants (AFG)

In California, 172 local fire departments received AFG awards which helped firefighters and other first responders to obtain critically-needed equipment, protective gear, emergency vehicles, training and other resources to protect the public and emergency personnel from fire and related hazards. In 2009, California received more than \$26 million dollars in funding for California Firefighters.

2009 Port Security Grant Program

On November 5, 2008, the U.S. Department of Homeland Security (US-DHS) announced awards that totaled \$388.6 million under the Fiscal Year 2009 Port Security Grant Program (PSGP). The PSGP provides grant funding to port areas for the protection of critical port infrastructure from terrorism. These funds help ports to enhance risk management capabilities, domain awareness, training and exercises, and capabilities to prevent, detect, respond to, and recover from attacks involving improvised explosive devices and other non-conventional weapons.

Monitoring

The Grants Monitoring Division is responsible for coordinating grant oversight and risk management. Through its monitoring business model, the division oversees the compliance with federal and state regulations of approximately 1,500 active Cal EMA grants awarded to provide public assistance; emergency and fire management assistance; homeland security; hazard, flood and hazardous materials preparedness and mitigation activities; criminal justice; and victim services. Accomplishments in 2009 included the following:

- Developed and implemented a comprehensive system to assess, monitor and mitigate risk of sub-recipient grants annually.
- Standardized and field tested limited and extended-scope monitoring desk and field tools.
- Developed and launched a compliance review database to track sub-recipient monitoring efforts, as well as areas of sub-recipient noncompliance in order to develop responsive technical assistance tools and training.

Strengthen and Unify Cal EMA's Operations and Management to Increase Operational Efficiency and Effectiveness

Continuity of Operations (COOP) and Continuity of Government (COG)

In 2006, the Governor signed Executive Order S-04-06, which required state agencies and departments to update their continuity plans. This practice was incorporated into the National Incident Management System (NIMS) and California's State Emergency Plan. In 2007-2008, the federal government issued new continuity guidance to address many of the lessons learned from catastrophic events such as the attacks of September 11, 2001, and Hurricane Katrina in 2005. More recently, the outbreak of influenza (H1N1) that began in Mexico last spring raised the specter of a global pandemic. State agencies have been advised to update their continuity plans to make certain they address the various challenges that could arise from a possible human pandemic.

To enhance California's existing continuity program and better prepare state agencies, Cal EMA recently incorporated some of the new concepts from the federal program into a revised continuity guide, the *California Continuity Planning Guidance and Plan Template*. In the guide, there is a list of the changes in the updated state continuity program, summaries of the new federal continuity documents, and a description of the new self-certification program for state agencies and departments that will begin in 2010. These elements, along with the continued coordination with state, local, territorial and tribal governments and the private sector, have been critical to establishing and maintaining a comprehensive and effective continuity capability in California. Accomplishments in 2009 included the following:

- Adopted 21 state continuity planning objectives to ensure consistency among federal, state and local continuity and emergency plans, and identified the Continuity Coordinator for each of the state agencies.
- Updated and distributed the State Agency Continuity Program Guidelines to state agencies through agency secretaries. The Guidelines have also been posted to the Cal EMA Continuity Program web page, along with training opportunities, pandemic-continuity planning considerations, and helpful continuity-related links, for easy public access.
- Trained 121 Continuity Program Managers and Planners in three separate Implementing Continuity of Operations Planning (Train-the-Trainer) courses. The course complies with NIMS and the Homeland Security Exercise and Evaluation Program (HSEEP), and supports the objectives of the Target Capabilities List.
- Created a new comprehensive Continuity Plan and Program, including an annex on Pandemic Influenza, consistent with federal continuity directives.
- Conducted an executive level drill and planned a functional exercise for January 2010 to strengthen internal capability and test policy and procedures.

Fiscal

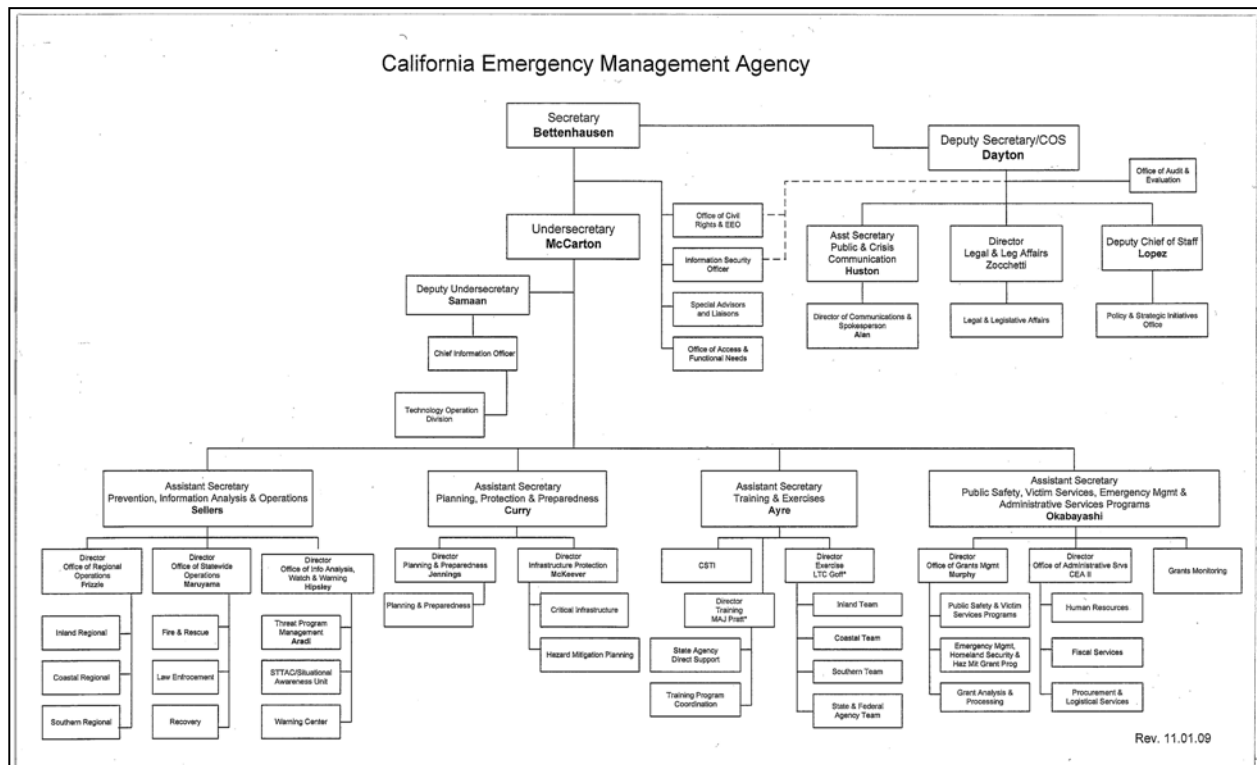
The consolidation into one agency has provided the opportunity to reduce overall operational costs through the elimination of excess positions. Effective September 1, 2009, Cal EMA was able to eliminate 37.5 positions. This will result in a state operations savings of \$2.6 million in 2009-10 (\$924,000 of the \$2.6 million represents General Fund savings). Cal EMA is committed and will continue to evaluate the newly restructured agency to ensure that it is operating efficiently, economically, and effectively.

Physical Consolidation

Cal EMA is developing long term plans to consolidate Sacramento area facility operations. Specifically, Cal EMA is working with the Department of General Services, Real Estate Division, to relocate a majority of staff working at the downtown 1130 "K" Street Building, to the Mather area, near Cal EMA headquarters. The facility consolidation will reduce the number of state leases and reduce overall costs, while aligning similar program areas in the same building complex.

Organizational Structure

The creation of an organizational architecture that supports the many roles and responsibilities of Cal EMA was developed and finalized in 2009. The new agency's architecture is essential for the cohesive and streamlined operation and management system that is clearly recognizable by all of our local, state and national partners. The agency design is flexible to allow for the more capable support for all types of hazards planning, prevention, and response and recovery activities. Additionally, the design promotes greater efficiencies and better accountability over resources and the many essential grant programs that provide assistance to local governments and first responders throughout California.



Challenges

As a result of the hard work and dedication of the professional Cal EMA staff, the agency has experienced a great deal of success in its first year. However, the past year has presented the agency with challenges. There are still many endeavors in which we will need to continue to strive towards.

Emergency Response Initiative (ERI)

In recognition that public safety is always government's number one priority, and in an effort to better prepare California for all disasters, natural and human-caused, the Governor has proposed the Emergency Response Initiative (ERI). The ERI is designed to provide a much needed funding stream to California's emergency management system at very little cost to its citizens.

California has built the best-in-the-world fire and all-hazard mutual aid response system. Yet, we must position ourselves to preserve this system and to build capabilities to better respond to the many hazards and risks our local communities face.

It is clear that the ERI would close many of the gaps in our state's mutual aid system, provide the funding necessary to procure critical emergency response equipment, provide for the hiring of firefighters during fire season, and allow us to update much needed aircraft and other aviation assets, among other things. These essential investments would provide California a greater ability to appropriately attack fires before they escalate out of control and would reduce the likelihood of cascading events. Ultimately, this would save California and its citizens, not only countless lives and unnecessary displacements, but millions of dollars in recovery and rebuilding expenses. Unfortunately, the legislature has failed to enact the ERI.